

**REPORT OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**SEPTEMBER 5, 2008**

**ATTENDANCE**

**Present:** Chairman Warren L. Batts; Vice Chairman Ramirez and Directors David A. Ansell, MD, MPH; David Carvalho; Quin R. Golden; Benn Greenspan, PhD, MPH, FACHE; Director Sister Sheila Lyne, RSM; Luis Muñoz, MD, MPH; Heather E. O'Donnell, JD, LLM; and Andrea Zopp (10)

**Absent:** Director Hon. Jerry Butler (1)

**Also Present:** Pitt Calkin – Interim Chief Financial Officer, Cook County Health and Hospitals System; Matthew B. DeLeon – Secretary to the Board of Commissioners of Cook County; Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; Jeff McCutchan – Supervisor, Transactions and Health Law Division, Office of the State's Attorney; Elizabeth Reidy - Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; David R. Small – Interim Chief Executive Officer, Cook County Health and Hospitals System

**Ladies and Gentlemen:**

Your Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, September 5, 2008 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Board of Directors has considered the following items and upon adoption of this report, the recommendations follow.

Matthew B. DeLeon, Secretary to the Board of Commissioners of Cook County, called the roll of members and it was determined that a quorum was present.

Chairman Batts indicated that Director Zopp was not physically present at the meeting, but would be attending the meeting via teleconference call.

Director Zopp confirmed her presence.

**Director Lyne, seconded by Director Muñoz, moved to allow Director Zopp to participate as a voting member in the meeting telephonically. THE MOTION CARRIED UNANIMOUSLY.**

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**APPROVAL OF MINUTES**

Approval of the minutes of the meeting of the Cook County Health and  
Hospitals System Board of Directors of Friday, August 22, 2008 at 7:30 A.M.

**Director Ansell, seconded by Director Muñoz, moved to approve the minutes of the meeting of the Cook County Health and Hospitals System Board of Directors of Friday, August 22, 2008. THE MOTION CARRIED UNANIMOUSLY.**

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REPORT FROM THE SYSTEM INTERIM CHIEF EXECUTIVE OFFICER

David R. Small, Interim Chief Executive Officer of the Bureau of Health Services, provided a status report on several issues.

*Pharmacy at Provident Hospital*

Mr. Small informed the Board that the new and expanded pharmacy at Provident Hospital has received approval from the Illinois Department of Public Health and the Illinois Department of Financial and Professional Regulations, and has received the approval for occupancy from the state pharmacy inspector. They are moving into the building next door to the main hospital. The pharmacy will open on September 15<sup>th</sup>; a ribbon cutting ceremony will take place on September 12<sup>th</sup>. This expansion increases the workspace for the pharmacy from six hundred square feet to two thousand square feet. This pharmacy is expected to fill over one thousand prescriptions per day; as a comparison, an average local Walgreens pharmacy typically fills roughly four hundred prescriptions per day.

Director Lyne inquired whether patients' prescriptions from Stroger Hospital would be filled at the Provident pharmacy.

Mr. Small responded that the pharmacy would be able to fill prescriptions from across the entire system.

*Update on Fiscal Year 2009 Budget Process*

Mr. Small provided the Board with an update on the fiscal year 2009 budget process. He stated that a draft of the 2009 budget with specific options and recommendations is expected to be presented at the September 12<sup>th</sup> Finance Committee meeting for the Committee's review and consideration, after which the full Board would have the draft to consider at the meeting of September 19<sup>th</sup>. Once the Board's review and recommendations were complete, it would then be presented to the President. Through the week of September 22<sup>nd</sup>, the President's office will engage in internal budget review with departments to prepare the final presentation.

Mr. Small stated that since the beginning of June, when the County began this process, the directive has been to draft a budget no greater than 2008's budget, or possible cuts may have to be made. He has reported in response to this that there are inflation issues that will impact the 2009 budget; these costs may require an additional look at services.

Director Ansell inquired into the current level of expenditures, and asked for information on previous years' levels.

Mr. Small responded that it would be discussed in the revenue memorandum.

*Update on status regarding System's Interim Chief Medical Officer Position*

Mr. Small provided the Board with an update on the status of efforts to fill the System's Chief Medical Officer position. He has drafted and Director Ansell has reviewed the scope of work for the interim position, based upon twenty-five hours or more a week and paid on half-time basis. A professional services contract is expected to be presented to the Finance Committee for consideration at the September 12<sup>th</sup> meeting.

*Review of update presented to Cook County Board on September 3, 2008*

Mr. Small informed the Board that on September 3, 2008, he and Chairman Batts appeared before the Cook County Board to present a status report from the System.

At this meeting, the County Board approved a resolution on consolidation of governmental operations and workforce reduction. (See Attachment #1.) This directs all County departments, the Office of the Chief Judge, the Health and Hospitals System and offices of the separately elected officials to adopt goals to maximize and streamline the delivery of services in order to reduce expenses and personnel and to modernize services. Mr. Small stated that efforts have been and will continue to be made to consolidate and streamline at the System. He expects there will be some communication to organize the plan by the County. He added that he will update the Board with status reports on these efforts.

There were a number of general questions presented by the County Commissioners with regard to organizing efforts, however, specific operational questions were also posed. On the subject of the MedAssets Revenue Cycle Project, Commissioner Joseph Mario Moreno shared some concerns and inquired into minority participation on the contract. Commissioner Moreno circulated a memorandum on the subject (see Attachment #2). Mr. Small has asked MedAssets to prepare a response. He reminded the Board that the System must still rely on that aspect of Contract Compliance. He added that at the meeting, Commissioner Mike Quigley strongly reminded the System representatives that the System Board must act within County ordinances.

Chairman Batts stated that there were three particular points or concerns that he noted during the presentation to the County Board. First, he was asked point-blank by the Commissioners whether the System Board was complying with all ordinances in every respect. He believed that the State's Attorney would quickly inform the System Board if this was not occurring. Secondly, he was asked whether the System Board planned to change the mission of the System; the mission statement, as he understand it, is to provide quality health care to the poor and working poor of the County. He assured the County Board that no plans to change the mission have been made or considered by the System Board at this time. Thirdly, a number of concerns regarding the System's deficit were stated; he informed the County Board that the System was fully aware and engaged in working on addressing this problem.

*Revenue Forecast*

Mr. Small provided the Board with a forecast on revenue projections. He stated that there was a marked increase in Medicaid revenues in the last month. He cautioned that one month's revenue figures do not mark a trend; three months of increases would indicate a trend. He stated that July's figures were the highest in months; August was high but was not as robust. He stated that there was a shortfall in patient revenues, which were down from \$40 million to \$34 million.

With regard to intergovernmental transfer payments, Mr. Small stated that the estimated payment for \$15 million in October has been eliminated due to new federal rules. This loss of funding will be mitigated largely through the State performing routine account reconciliation in October rather than later in the State's fiscal year. The result of this action will be recognition of approximately \$11.6 million thus netting the impact of the IGT payment change by slightly more than \$3.5 million. Additionally a State grant in the amount of \$2 million had been received and booked as patient fee revenue. Therefore the projected revenue shortfall as of July is approximately \$39 million, slightly down from the \$41 million projected in May.

Mr. Small stated that MedAssets has identified \$6-8 million in Medicaid accounts for processing, the bulk of which could be received before the end of the fiscal year, but it depends on the state's processing of claims.

With regard to expense reductions, Mr. Small stated that the May financials show the expense figures at 17% favorable on expenses, despite a 21-22% shortfall in patient fee revenues. Work is progressing on closing the gap. There are marked reductions in the use of overtime, and non-crucial purchases are being deferred. He added that the June financials will be available at the September 12<sup>th</sup> Finance Committee meeting.

Director O'Donnell inquired as to the reason for the increase in Medicaid revenue.

Mr. Small responded that he has not yet seen the most recent Medicaid census, but surmised that it was possibly due to increased eligibility and billing efforts and an increase in eligible patients.

Director O'Donnell inquired whether this was a result of MedAssets' efforts, and inquired into the efforts of the other vendors involved besides MedAssets.

Mr. Small replied that the System is beginning to see the results of MedAssets' efforts. MedAssets took over the handling of those receivables aged over one hundred fifty days, plus other claims. They are doing a better job of identifying eligibility. The other vendors have been notified of the changes in the numbers of vendors, and appear to be picking up the pace.

Director Lyne inquired whether a status report on MedAssets would be given to the Finance Committee.

Director Carvalho responded affirmatively, and stated that the report would be provided at the next Board meeting.

Director Ansell inquired whether retroactive labor contracts would be taken into account as an expense.

Mr. Small responded that the information regarding that subject was presented at the last Human Resources Committee meeting; a \$1.5 million impact will be absorbed by the County for the three labor contracts approved at the meeting.

In response to a question with regard to receiving a list of System contracts, Mr. Small informed the Board that a database was being created but needed to be populated with the data on all System contracts. Collecting the information on the contracts is difficult, as the County's Purchasing Department can only provide a list of purchase orders and there is no central repository for System contracts.

Director Greenspan asked how payments are authorized.

Pitt Calkin, Interim Chief Financial Officer for the Cook County Health and Hospitals System, responded that after the contracts are approved and executed, the expenditure control team monitors to prevent payments from exceeding the approved amount of the contract.

Director O'Donnell inquired whether the State's Attorney participates in the review of contracts.

Patrick T. Driscoll, Jr., Deputy State's Attorney and Chief of the Civil Actions Bureau of the Office of the State's Attorney, responded that they review the contracts as to form.

Director Muñoz inquired into the method of reviewing encumbrances.

Mr. Calkin responded that the information is typically presented to the County Board in the form of a cash disbursement journal. He stated that it can be ranked by descending order.

Chairman Batts stated that the Board needed a baseline of contracts, in order to know if they are structured properly from a business standpoint.

Mr. Small informed the Board that patient volumes are down at Fantus Clinic and Stroger Hospital. They are seeing far fewer patients; on average they see two patients per hour per provider. He stated that there needs to be higher expectations for productivity. The volume turndown is relative to the 2008 budget passage; there was no authority until April or May to bring on new positions.

Director Lyne remarked that the figure of 8.3 full-time employees per bed was too high. She believed that four full-time employees per bed is the standard.

Mr. Small responded that for an urban teaching hospital, the average is five. Even if employed physicians were removed from mix, the figure would still be over five. At this time a goal of reducing the FTE count down into the five range is being established for the upcoming fiscal year.

Director Ansell inquired whether data was available on costs per case-mix-index (CMI) adjusted discharge. Case-mix-index measures the severity of the clinical care that the patients require.

Mr. Small replied that he and Mr. Calkin were aware of what some of the typical benchmarks are; they are working towards installing those and making sure that the data is available.

In response to a question from Director O'Donnell with regard to staffing levels and case-mix-index levels, Mr. Small explained that if there is a lower case mix, then for example the nurse staffing would be based on more general standards. Nursing would need to try to adjust to this, not only to the census but to the needs. Complicating matters further are the collective bargaining agreement requirements.

Director Muñoz stated that the mission should be reviewed. He believed that the Board needs to determine what services will be offered to the community, what kind of partnerships or collaborations are available, and whether the System should be involved in all current lines of business.

Director Greenspan stated that the budget should include statistical projections; these would serve as the basis for the budget by showing what supports each program, and also justify the costs and staff.

*August 25, 2008 memorandum from Joseph Fratto, Chief of Staff to President Todd H. Stroger, regarding legislative initiatives*

Mr. Small reviewed a memorandum dated August 25, 2008 from Joseph Fratto, Chief of Staff to President Todd H. Stroger, regarding legislative agendas and appropriations items. (See Attachment #3.) He stated that the Board should decide how to respond to the request for information, which is due by October 19<sup>th</sup>.

Chairman Batts requested Directors to volunteer to work on addressing the issue; Vice Chairman Ramirez and Directors Carvalho and O'Donnell responded. It was determined that the group would be headed up by Director O'Donnell.

**Following is the composition of the  
Legislative Communications Volunteers:**

**Director O'Donnell  
Vice Chairman Ramirez  
Director Carvalho**

*Miscellaneous*

Mr. Small informed the Board that requests for meetings with the members of the System Board have been received from community groups.

Director Zopp pointed out that the Board has many public meetings scheduled already; it may be preferable to set aside time at these meetings to address the community groups.

Chairman Batts requested that management draft a policy with regard to community communications for the Board to consider.

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COMMITTEE REPORTS

Quality and Patient Safety Committee.....Meeting of 8-26-08\*

\* note: Medical Staff Appointments/Re-appointments/Change were approved by the Quality and Patient Safety Committee at this meeting.

**Director Ansell, seconded by Director Greenspan, moved to approve the Report of the Quality and Patient Safety Committee for the meeting of August 26, 2008. THE MOTION CARRIED UNANIMOUSLY.**

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COMMITTEE REPORTS

Human Resources Committee.....Meeting of 8-28-08\*

\* note: The three (3) following physician labor contracts were approved, as amended, by the Human Resources Committee at this meeting:

- a) An agreement for the period of January 29, 2008 - November 30, 2008 between Service Employees International Union, Local 20 and Cook County for certain physicians employed at Provident Hospital of Cook County.
- b) An agreement for the period of August 28, 2008 2007 - November 30, 2008 between Service Employees International Union, Local 20 and Cook County for certain physicians employed at Cermak Health Services.
- c) An agreement for the period of August 28, 2008 2007 - November 30, 2008 between Service Employees International Union, Local 20 and Cook County for certain physicians employed at the Ambulatory and Community Health Network.

Vice Chairman Ramirez recused himself.

**Director Carvalho, seconded by Director O'Donnell, moved to approve the Report of the Human Resources Committee for the meeting of August 28, 2008. THE MOTION CARRIED.**

**Vice Chairman Ramirez voted PRESENT.**

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REVIEW AND APPROVE PROPOSED AMENDMENT  
TO THE RULES OF THE CCHHS BOARD OF DIRECTORS

Submitting for approval the following amendment to the Rules of Organization and Procedure of the Board of Directors of the Cook County Health and Hospitals System.

**Rule 4. Organization,** (b) Standing committees and subcommittees, (2) The standing committees of the System Board shall be: ...

- C. Quality and Patient Safety. The President of each CCHHS medical staff shall be an ex-officio member of this Committee without a vote and shall not be considered for determining a quorum. The Chief Medical Officer, Chief Operating Officer, and Chief Nursing Officer of each operating unit of the CCHHS shall be an ex-officio member of this Committee without a vote and shall not be considered for determining a quorum. This Committee shall oversee the quality, safety and performance improvement programs of the CCHHS, with the goal of recognizing the critical importance of maintaining high quality service and patient and staff safety and satisfaction. This Committee shall receive reports on pertinent matters of quality, safety, satisfaction, regulatory and accreditation activities at least quarterly from the CCHHS Chief Executive Officer, and shall report on such matters to the System Board. This Committee shall be responsible for serving as a liaison between the CCHHS' hospital medical staffs and the System Board. ~~It shall also be responsible for overseeing the appointments and reappointments to the hospital medical staffs.~~ The System Board delegates to this Committee the authority to consider and render a final decision with regard to applications for initial appointment or reappointment to membership on the Medical Staffs, including, the granting of initial clinical privileges or the renewal or modification of clinical privileges; assignment of staff category, department and division; and any special conditions to the appointment or reappointment. An additional purpose of this Committee is the full and candid discussion of matters which affect the CCHHS' medical staffs and the System Board. This Committee shall further develop its responsibilities and determine a plan to implement those responsibilities. This Committee shall consider other matters as may be assigned by the System Board.

**Director Ansell, seconded by Director Muñoz, moved to approve the proposed Amendment to the Rules of the Cook County Health and Hospitals System Board of Directors. THE MOTION CARRIED UNANIMOUSLY.**

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NEW BUSINESS

RECEIVE REPORT AND DISCUSS "COMER PROJECT OF THE DEVELOPMENT  
OF A SOUTH SIDE DELIVERY SYSTEM FOR PREGNANT WOMEN AND  
CHILDREN" AND POSSIBLE INVOLVEMENT OF CCHHS.

Mr. Small provided the Board with an update on a previously discussed item regarding pediatric and obstetric referrals from the University of Chicago. Additionally, Mr. Small wanted to clarify and confirm with the Board the process that may be appropriate.

Mr. Small explained to the Board that Health Management Associates has been hired by the Comer Family Foundation to help with the planning process for the South Side health care network, providing for care and partnering with area providers.

Mr. Small stated that Health Management Associates (HMA) is acting as the intermediary; he was approached directly by representatives of HMA regarding whether the System was willing to participate in this network development. He added that David Hefner, President of the University of Chicago Medical Center, has indicated to him that it was logical to work with the County as a preferred partner. The timeframe, however, is essential; Mr. Hefner requested a response from the Board on their level of interest by the end of September.

Mr. Small stated that without extending the System beyond capacity, working with this program could make sense. He stated that he would like to tell Mr. Hefner that the Board would be willing to entertain the idea of participation in the program for pediatric and obstetric referrals; anything further would fit into the strategic plan process. He also suggested that the Comer Foundation may need to be directly approached to ascertain whether funding opportunities exist to help support this or other activities.

Director Lyne inquired whether the program was mixed in with the University of Chicago Urban Initiative.

Mr. Small responded that HMA is formulating the plan for the network and will present the plan to the Comer Foundation.

Director O'Donnell stated that the needs should be analyzed. She also had questions regarding HMA's role and interest.

Director Ansell stated that he supports direct talks with external partners.

Director Golden reminded the Board that she is employed by the University of Chicago Medical Center. She asked Mr. Small how this referral process would be different than the way referrals are currently done.

Mr. Small responded that he was not sure that it is different; there is, however, a pointed strategy to move lower acuity cases elsewhere. He felt that the System could take fifteen or more pediatric cases at current resource levels without additional resources.

Director Golden pointed out that the materials distributed contained an error. She stated that in the talking points, she did not believe that the University of Chicago Medical Center is planning on moving one thousand Medicaid deliveries per year, rather it is one thousand low-complexity cases.

Director O'Donnell inquired whether these referrals would be specifically Medicaid patients.

Mr. Small responded that what has been presented in the preliminary planning is specifically Medicaid patients.

Director Lyne asked whether Provident Hospital's Obstetrics Department was fully functioning and fully staffed.

Mr. Small replied that it is fully functioning and fully staffed; the births at Provident have been lower than expected, due to planning for a referral relationship that did not materialize.

Director Lyne inquired into the reason for continuing births at Provident if Stroger Hospital has the capacity.

Mr. Small responded that this is an example of issues that will need to be discussed during the budget process.

Director Carvalho stated that issues such as this tie into the strategic plan.



Director Greenspan stated his opinion that, mindful of the \$40 million projected shortfall, if there is an opportunity to accept referrals, then the System should do so. He thought that discussions of potential relationships such as this provides a good opportunity to measure and assess during the planning process the kinds of patients and diagnoses these types of relationships produce.

Chairman Batts pointed out that there is higher professional liability related to obstetrics cases, and this should be considered a factor in obstetrics referrals.

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**Director Carvalho, seconded by Director O'Donnell, moved to recess the regular session and convene into closed session to discuss the Human Resources Committee Report of August 28, 2008 with regard to compensation for the Interim Chief Executive Officer, pursuant to an exception to the Illinois Open Meetings Act, 5 ILCS 120/2(c)(17), et seq., which permits closed meetings for consideration of "The recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body." THE MOTION CARRIED UNANIMOUSLY.**

**Director Zopp, seconded by Director Lyne, moved to adjourn the closed session and convene into regular session. THE MOTION CARRIED UNANIMOUSLY.**

**Director Zopp, seconded by Director Ansell, made the following motion:**

- **to approve and adopt the following primary responsibilities and accountabilities for David Small, System Interim Chief Executive Officer; and**

Primary Responsibilities and Accountabilities for  
CCHHS Interim Chief Executive Officer - David Small

1. Provide organizational and operational leadership to the CCHHSB until System Chief Executive Officer is hired.
2. Assist in onboarding of CCHHS interim Chief Medical Officer.
3. Develop and implement 2009 CCHHS Budget.
4. Develop CCHHS objectives and strategies for upcoming collective bargaining negotiations and work with Cook County Bureau of Human Resources to achieve appropriate input and participation of CCHHS personnel.
5. Ensure support of CCHHSB work including provision of requested information and relevant staff support.
6. Work with CCHHSB on development of Strategic Plan.
7. Develop and implement system-wide purchasing function, including necessary infrastructure with policies and procedures. Develop appropriate timelines.
8. Develop a proposed system-wide human resources function including necessary infrastructure with policies and procedures and, where appropriate, begin implementation. Develop appropriate timelines.
9. Create internal industry standard, financial and budget variance reporting, including installation of healthcare general ledger system.
10. Implement rapid revenue cycle restructuring to reduce receivables and accelerate cash.
11. Institute appropriate audit review, particularly federally funded grant programs.

12. Oversee the development of policies for co-pay and deductible collections, financial assistance programs and bad debts.
  13. Improve recruitment and hiring process, reduce delays and achieve appropriate staffing levels.
  14. Identify and develop potential sources of additional funding.
  15. Ensure system-wide compliance with Equal Employment Opportunity and Affirmative Action policies and plans.
- **to approve and adopt the following salary proposal for the David Small, System Interim Chief Executive Officer.**

Salary Proposal for Interim CEO – David Small

Base Salary: \$275,000  
Annual Bonus  
Opportunity: \$100,000

Vesting in increments based on achievement of performance targets and payable after 12 months.

Proposed Performance Targets:

- Development and approval of 2009 budget.
- Development and implementation of policies for co-pay and deductible collections, financial assurance process and bad debt.
- Creation of internal, industry standard financial and budget variance reporting and installation of healthcare general ledger system.
- Development and implementation of improved recruitment and hiring process. (Benchmarks to be developed).
- Development and implementation of System-wide purchasing function, including necessary infrastructure, policies and procedures.
- Completion of successful certification for all medical programs being reviewed from 9/08 – 8/09.

**On the motion to approve and adopt the primary responsibilities and accountabilities and the proposed salary proposal, a voice vote was taken and THE MOTION CARRIED UNANIMOUSLY.**

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PUBLIC COMMENTS

Chairman Batts asked the Secretary to call upon the registered speakers.

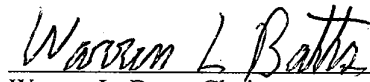
Secretary DeLeon replied that there were none.

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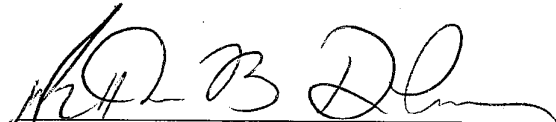
Adjournment

**Director Muñoz, seconded by Director Ansell, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.**

Respectfully submitted,  
Board of Directors of the  
Cook County Health and Hospitals System

  
Warren L. Batts, Chairman

Attest:

  
Matthew B. DeLeon, Secretary

ATTACHMENT #1

**NEW ITEMS**

**Meeting of the Cook County Board of Commissioners  
County Board Room, County Building  
Wednesday, September 3, 2008, 10:00 A.M.  
\*\*\*\*\***

**PRESIDENT**

**PROPOSED RESOLUTION**

**ITEM #1**

Submitting a Proposed Resolution sponsored by

TODD H. STROGER, President and WILLIAM M. BEAVERS, JERRY BUTLER,  
ELIZABETH LIZ" DOODY GORMAN, GREGG GOSLIN, JOAN PATRICIA MURPHY  
and DEBORAH SIMS, County Commissioners

Co-Sponsored by

FORREST CLAYPOOL, EARLEAN COLLINS, JOHN P. DALEY, ROBERTO MALDONADO,  
JOSEPH MARIO MORENO, ANTHONY J. PERAICA, MIKE QUIGLEY,  
TIMOTHY O. SCHNEIDER and PETER N. SILVESTRI, County Commissioners

**RESOLUTION ON CONSOLIDATION OF GOVERNMENTAL OPERATIONS  
AND WORKFORCE REDUCTION**

**WHEREAS**, since Fiscal Year 2007, Cook County government through consolidation efforts and management transition has moved forward in transforming Cook County to a more modern and efficient operation; and

**WHEREAS**, among Cook County's improvements, Cook County has consolidated health services; convened a Blue Ribbon Committee; created an Independent Governance Board for the Cook County Health and Hospitals System; restructured the appointment and office of the Independent Inspector General; revised purchasing processes to encourage group purchasing and increased transparency; established performance-based budgeting standards and has established a revenue review committee, expenditure review committee and a property tax classification task force consisting of internal County employees and business and community leaders to review County operations and offer recommendations for further improvements; and

**WHEREAS**, in addition to the more recent efforts undertaken to modernize Cook County and increase efficiency, the County has made a concerted effort to reduce its workforce while maintaining necessary services; and

**WHEREAS**, since Fiscal Year 2005, Cook County has undertaken efforts to reduce its full-time workforce and eliminate vacant positions; and

**WHEREAS**, Cook County continues to strive to provide efficient, effective and fiscally responsible management while continuing to explore all possible ways to decrease the structural deficit and reduce operational costs; and

**WHEREAS**, in an effort to decrease the structural deficit and reduce operational costs, all County Departments, including the Cook County Health and Hospitals System, office of the Chief Judge and the offices of the separately elected Cook County Officials should thoroughly evaluate their operations and streamline operations; and

**WHEREAS**, through the consolidation, centralization of operations, elimination of duplicative functions, modernization and an increase in group purchasing, a further reduction in the workforce can be achieved; and

**WHEREAS**, all County departments should thoroughly evaluate the potential for consolidation, centralization and elimination of duplicative functions and present their plan to the President and the Cook County Board of Commissioners in an effort to achieve savings and reduce the County's workforce to 22,000 by the close of Fiscal Year 2010.

**PRESIDENT continued**

**PROPOSED RESOLUTION continued**

**ITEM #1 cont'd**

**NOW, THEREFORE, BE IT RESOLVED**, that all Cook County Departments under the jurisdiction of the Cook County Board President, Cook County Board of Commissioners, Cook County Health and Hospitals System, office of the Chief Judge and the offices of the separately elected Cook County Officials be required to thoroughly evaluate their operations, avoid duplication of functions and, where appropriate, consolidate and centralize functions and services; and

**BE IT FURTHER RESOLVED**, that County Departments, including the Cook County Health and Hospitals System, office of the Chief Judge and the offices of the separately elected Cook County Officials evaluate their Fiscal Year 2009 budget request with modernization and efficiency as priority goals; and

**BE IT FURTHER RESOLVED**, that County Departments, including the Cook County Health and Hospitals System, office of the Chief Judge and the offices of the separately elected Cook County Officials move toward Fiscal Year 2009 and 2010 with plans to avoid duplicative functions, consolidate and centralize services and reduce their respective workforce, where applicable; and

**BE IT FURTHER RESOLVED**, that the Cook County Departments, the Cook County Health and Hospitals System, office of the Chief Judge and the offices of the separately elected Cook County Officials are directed to work with the Industrial Engineers to determine where duplicative functions/services exist and review the potential for consolidation or centralization; and

**BE IT FURTHER RESOLVED**, that the Industrial Engineers report back to the President within 180 days on the status of their findings with regard to possible consolidation of functions/services and streamlining of operations; and

**BE IT FURTHER RESOLVED**, that the County Clerk is hereby authorized and directed to forward a certified copy of this Resolution to the Cook County Health and Hospitals System Board, office of the Chief Judge and the offices of the separately elected Cook County Officials, i.e., the Assessor, Board of Review, Clerk of the Circuit Court, County Clerk, Recorder of Deeds, Sheriff, State's Attorney, and Treasurer.

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In accordance with Cook County Code Section 2-108(z)(1) Amendment or suspension of rules, Commissioner Daley, seconded by Commissioner Peraica, moved to suspend Section 2-108(h)(1) Prior notice to public; agendas. **The motion carried unanimously.**

Commissioner Goslin, seconded by Commissioner Murphy, moved that the Resolution be approved and adopted. **The motion carried unanimously.**

ATTACHMENT #2



**DOWNTOWN OFFICE:**  
118 NORTH CLARK STREET, ROOM 567  
CHICAGO, ILLINOIS 60602  
PHONE: 312-603-5443  
FAX: 312-603-3759

**DISTRICT OFFICE:**  
2458 WEST 38TH STREET  
CHICAGO, ILLINOIS 60632  
PHONE: 773-927-7154  
FAX: 773-927-7166

**JOSEPH MARIO MORENO**  
**COMMISSIONER - 7TH DISTRICT**  
**PRESIDENT PRO TEMPORE**

**Committees**

**Chairman:**

Roads and Bridges  
Rules and Administration

**Vice-Chairman:**

Labor

**Member:**

Construction  
Contract Compliance  
Criminal Justice  
Environmental Control  
Finance  
Health and Hospitals  
Information Technology and  
Automation  
Law Enforcement  
Legislation, Intergovernmental  
and Veterans Relations  
Real Estate and Business and  
Economic Development  
Stroger and Cermak Hospitals  
Tax Delinquency  
Workers' Compensation  
Zoning and Building

**MEMORANDUM**

**TO:** David Small, Interim CEO of the Cook County  
Health & Hospitals System; Warren Batts,  
Chairman of the Health & Hospitals Board;  
Hospital Board Directors

**FROM:** Commissioner Joseph Mario Moreno

**SUBJECT:** Information Request

**DATE:** September 4, 2008

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I ask that you please provide a detailed accounting concerning the status of the MBE/WBE participation in the Med Assets Revenue Cycle contract (No. 08-41-245), which was approved on May 20, 2008.

Specifically, I would like to know what if any functions each vendor is performing to date and their percentage of participation in the contract as well as the contractual details Med Assets has with each of their MBE participants. If they are found not to be performing required functions as a result of Med Assets handling of the contract, an investigation should be conducted to ascertain if Med Assets is in breach of contract for failing to abide by their obligations under the County's MBE/WBE ordinance.

If Med Assets is found to be in breach of contract, the CCHHS Board should seek to terminate said contract and





consequently, the company should be banned from doing business with the county for the duration of two years.

Although the System Board is responsible for the governance of the County's Health Services, they are also required to verify that the County's ordinances are adhered to. Ultimately, it is the Board of Commissioners responsibility to protect and ensure that all ordinances adopted by this Honorable Body are respected and complied with.

I ask that you provide this information as soon as possible.

Thank you.

CC: Todd H. Stroger, President  
County Commissioners  
Betty Hancock-Perry, Director of Contract Compliance

ATTACHMENT #3



OFFICE OF THE PRESIDENT  
**BOARD OF COMMISSIONERS OF COOK COUNTY**  
118 NORTH CLARK STREET  
CHICAGO, ILLINOIS 60602  
(312) 603-7584  
FAX: (312) 603-0744

**JOSEPH M. FRATTO**  
CHIEF OF STAFF

Date: August 25, 2008  
To: All Bureau Chiefs and Department Heads  
From: Joseph M. Fratto, Chief of Staff *JMF*  
RE: 2009 Department Legislative and Appropriations Agendas

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President Stroger has asked his Government Affairs Team to begin planning for next year's legislative and appropriations requests for Springfield and Washington DC. This is the opportunity for your office to submit your department's federal and state agendas for 2009.

Accompanying this memo are several forms. Form A is to be completed by the Bureau Chief or Department Head to ensure that my office has your current contact information. Form B is to be completed by your office's designated contact person for our Government Affairs Office. This is the individual with whom Government Affairs will work on a regular basis to advance our common goals in Springfield and Washington DC. If you elect to be the designated contact person for your office, please indicate that on Form B.

Form C is to be completed in its entirety for every state legislative proposal that your office submits for consideration. Specially, we are looking for proposals to change state law to better serve the residents of Cook County by streamlining government and bureaucracy, generating revenue and making government easier to navigate for the people we serve.

Finally, Form D is to be completed for every state or federal appropriation request that your department submits for consideration. Both the United States Congress and the Illinois General Assembly earmark funding for a wide variety of projects every year. For every funding request from your department valued at a minimum of \$500,000, please complete the relevant form attached to this memo.

Please submit completed forms to me with a copy to Derek Blaida by the close of business on Friday, October 10, 2008. Electronic submissions are preferred and should be e-mailed to [jmfratt@cookcountygov.com](mailto:jmfratt@cookcountygov.com) and [derekblaida@yahoo.com](mailto:derekblaida@yahoo.com). If you have any questions, please contact Derek at (312) 603-8833.

If\_dept heads\_2009 Legislative Memo dated 082508



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**FORM A**  
(08/2008)

**COUNTY OF COOK, ILLINOIS**  
**CONTACT INFORMATION**

**BUREAU CHIEF/DEPARTMENT HEAD**

**Name:**

**Title:**

**Department:**

**Address:**

**City, State, Zip:**

**Office Telephone Number:**

**Fax Number:**

**E-mail:**

**County Issued Cell Number:**

**Pager Number:**

**Home Telephone Number:**

**Personal Cell Number:**

**FORM B**  
(08/2008)

**COUNTY OF COOK, ILLINOIS**  
**DESIGNATED CONTACT PERSON FOR GOVERNMENT AFFAIRS**

**Name:**

**Title:**

**Department:**

**Address:**

**City, State, Zip:**

**Office Telephone Number:**

**Fax Number:**

**E-mail:**

**County Issued Cell Number:**

**Pager Number:**

**Home Telephone Number:**

**Personal Cell Number:**

## FORM C

**DATE:** (Date)  
**TO:** Joseph M. Fratto, Chief of Staff  
**FROM:** (Provide the name of the Bureau Chief or Department Head and the department name)  
**RE:** 2009 Legislative Agenda / (Provide a short title for your proposal)

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### SUMMARY OF PROPOSAL

- a) **WHAT:** (Please provide a summary of the legislative proposal in narrative form)
- b) **WHERE:** (Please state if this proposal will affect residents countywide or if it will only affect a particular area or constituency of the county. For all proposals that are not countywide, please include the exact location of the affected area of the proposal. If the proposal is for a general location, please provide the general street boundaries or another description of the location.)
- (For all proposals that are not countywide, please list the Cook County Commissioner District(s) that the proposal may affect.)
- c) **TIME CONSTRAINTS:** (Please identify when this proposal may become a problem for your department if it is not introduced for consideration or approved by the Illinois General Assembly by a specific calendar date. If time is not a factor in this proposal, please indicate that as well.)

### AFFECTED PARTIES

It is important to comprehensively identify who will be impacted by this proposal. For example, please consider if the proposal will impact specific businesses or industries, business associations, community and civic groups, labor organizations, residents, tourists or visitors to Cook County. For the items below, please provide as much information as possible.

- a) **SUPPORTERS OF THIS PROPOSAL:** (Self-explanatory)
- b) **ANALYSIS OF SUPPORT:** (Please provide a detailed analysis of what specific issues or components of your proposal are being supported and the level of this support. Please also note if there are particular issues or components of the proposal that the supporters will oppose and the level of this opposition.)
- c) **OPPONENTS OF THIS PROPOSAL:** (Self-explanatory)

- d) **ANALYSIS OF OPPOSITION:** (Please provide a detailed analysis of what specific issues or components of your proposal will be opposed and the level of this opposition. Please also note if there are particular issues or components of the proposal that the opponents will support and the level of this support.)
- e) **WERE THE LIKELY OPPONENTS CONSULTED DURING THE FORMATION OF THIS PROPOSAL?** (Self-explanatory)

#### **REASONS FOR THIS PROPOSAL**

**BENEFIT TO COOK COUNTY AND ITS RESIDENTS:** (Please concisely state the benefit of this proposal to Cook County and the people who live, work or visit within its boundaries. Please estimate the number of people that the proposal will affect and cite any cost savings to the taxpayer or increase in the amount of revenue that the county can be expected to generate if this proposal is approved.)

**HAVE OTHER COUNTIES PROPOSED OR ADOPTED SIMILAR INITIATIVES?** (If yes, please indicate the counties or other units of government that have adopted this proposal and the result of the initiative in those jurisdictions.)

**ASSUMING THIS PROPOSAL IS APPROVED BY THE ILLINOIS GENERAL ASSEMBLY, WILL THIS PROGRAM OR CONCEPT HAVE A DIRECT OR INDIRECT COST TO COOK COUNTY?** (Self-explanatory. If the answer is yes, please provide a detailed justification of the cost of this proposal.)

**CAN THIS PROPOSAL BE ACCOMPLISHED BY USE OF COOK COUNTY'S HOME RULE POWERS THROUGH THE PASSAGE OF A RESOLUTION OR ORDINANCE BY THE COOK COUNTY BOARD OF COMMISSIONERS?** (Self-explanatory)

#### **DRAFT PROPOSAL LANGUAGE**

Please submit a draft of your legislative proposal. Please clearly indicate the Chapter(s) and Section(s) of the Illinois Compiled Statutes your department seeks to amend. Strikeout all current and existing law that your department wishes to delete and underscore or underline any language that your department desires to add to state law.

#### **FACT SHEET**

Please provide a detailed one-page fact sheet that describes your proposal and how it benefits the residents of or visitors to Cook County.

## **FORM D**

### **FEDERAL AND STATE APPROPRIATION REQUEST INFORMATION**

- a) Please provide a detailed project description and the history of the project or initiative for which the department seeks funding.
- b) Please describe, in detail, the purpose of the funding request.
- c) Please provide a detailed budget for the completion of the project, any other source of revenue that may be used to fund this initiative and current or past federal, state or local funding sources dedicated to this program.
- d) Please provide the scheduled project completion date.
- e) Please provide the amount of funding requested.